

## The Role of Human Resource Management in Employee Well-Being and Mental Health: A Systematic Literature Review

### *Peran Manajemen Sumber Daya Manusia dalam Kesejahteraan Karyawan dan Kesehatan Mental: Tinjauan Literatur Sistematis*

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#### ABSTRACT

This research is a systematic literature review on the role of Human Resource Management (HRM) in employee well-being and mental health. This literature review aims to identify HRM practices that influence employee well-being and mental health, as well as to evaluate their impact on organizational performance. The results of the literature review show that HRM practices such as working time flexibility, support from superiors and colleagues, career development opportunities, organizational justice and compensation policies, a healthy and safe work environment, recognition of achievements, participation and decision making opportunities play an important role in improving employee well-being and mental health. The implications of these findings support the need for organizations to prioritize the implementation of HRM practices oriented towards employee well-being as a strategy to improve overall organizational performance.

**Keywords:** Human Resource Management, employee welfare, mental health, working time flexibility, support from superiors and colleagues, career development opportunities, organizational justice, compensation policies, healthy work environment, recognition of achievements, active participation

#### ABSTRAK

Penelitian ini merupakan tinjauan literatur sistematis tentang peran Human Resource Management (HRM) dalam kesejahteraan dan kesehatan mental karyawan. Tinjauan literatur ini bertujuan untuk mengidentifikasi praktik-praktik HRM yang memengaruhi kesejahteraan dan kesehatan mental karyawan, serta untuk mengevaluasi dampaknya terhadap kinerja organisasi. Hasil tinjauan literatur menunjukkan bahwa praktik-praktik HRM seperti fleksibilitas waktu kerja, dukungan atasan dan rekan kerja, kesempatan pengembangan karir, keadilan organisasi dan kebijakan kompensasi, lingkungan kerja yang sehat dan aman, recognition of achievements, participation and decision making opportunities berperan penting dalam meningkatkan kesejahteraan dan kesehatan mental karyawan. Implikasi temuan ini mendukung perlunya organisasi untuk memprioritaskan implementasi praktik-praktik HRM yang berorientasi pada kesejahteraan karyawan sebagai strategi untuk meningkatkan kinerja organisasi secara keseluruhan.

**Kata Kunci:** Human Resource Management, kesejahteraan karyawan, kesehatan mental, fleksibilitas waktu kerja, dukungan atasan dan rekan kerja, kesempatan pengembangan karir, keadilan organisasi, kebijakan kompensasi, lingkungan kerja yang sehat, pengakuan atas pencapaian, partisipasi aktif

### 1. Introduction

In the era of ever-growing globalization, the success of an organization is not only determined by external factors such as technology and the market, but also by internal factors, especially the welfare and mental health of employees. Human resource management (HRM) plays an important role in managing these aspects, which have a direct impact on productivity, job satisfaction and overall performance of the company. Thus, a deep understanding of how

HRM influences employee well-being and mental health is becoming increasingly important in the context of modern organizational management.

Human Resource Management (HRM) is the strategic approach to managing an organization's workforce to achieve organizational goals. It involves various stages of evolution, starting from ancient times to the present day, encompassing the development of labor standards, theoretical evidence, and the integration of intellectual capital (Oborina, 2021). HRM focuses on attracting, retaining, and developing employees within an organization through practices that enhance individual and organizational performance (Susalit, 2021). While the term HRM is widely used, it is loosely defined, emphasizing the importance of clear definitions in this field (Guest, 1987).

A comprehensive definition of HRM includes functions such as planning, organizing, directing, controlling, and integrating the workforce to achieve organizational objectives (Susalit, 2021). It is crucial for HRM to cover both managerial functions like planning and operational functions to ensure the effective management of human resources (Susalit, 2021). Furthermore, HRM aims to utilize human resources effectively to enhance economic benefits and promote production efficiency, aligning with the strategic objectives of the enterprise (Wei, 2015).

Strategic Human Resource Management (SHRM) plays a vital role in organizational performance, linking HRM practices with firm performance (Sembiring et al., 2021). SHRM involves planned human resource allocation and active procedures to help organizations achieve their goals (Li, 2014). Additionally, the field of HRM has evolved to embrace a strategic perspective, recognizing the central role of humans in organizational success and emphasizing the integration of behavioral sciences in HRM practices (Soman, 2021). In conclusion, HRM encompasses a strategic approach to managing the workforce, aligning individual performance with organizational goals. It involves various stages of evolution, emphasizes the effective utilization of human resources, and highlights the importance of clear definitions and strategic perspectives in managing human capital.

Human Resource Management (HRM) is essential for organizations to manage human resources effectively and enhance organizational efficiency and productivity. HRM encompasses practices such as selection, training, motivation, and evaluation of employees to achieve competitiveness and organizational goals (Sinha, 2021). It is responsible for identifying, selecting, training, and motivating competent individuals to ensure high performance levels and organizational success (Sahrul et al., 2022). The strategic and coherent approach of HRM involves managing the organization's most valuable assets, its people, to contribute to the achievement of the organization's purpose (Popa et al., 2021).

Moreover, HRM practices aim to attract, develop, inspire, and retain employees to ensure organizational effectiveness and continuity towards strategic objectives (Almutairi & Arabiat, 2021). Utilizing HRM can facilitate the greater involvement of women in the workforce, thereby enhancing organizational effectiveness (Cattaneo et al., 1994). Additionally, HRM is crucial in establishing new organizations where the quality and commitment of individuals are fundamental for survival (Boya & Rao, 2019).

Research indicates that HRM practices can have a positive impact on knowledge management, organizational innovation, and culture, leading to improved organizational performance (Al-bahussin & El-Garaihy, 2013). HRM also plays a vital role in enhancing organizational effectiveness across various sectors, including state-owned enterprises (Muzanhenamo & Dlamini, 2022). The strategic focus of HRM is paramount for organizations to fully leverage their human resources in competitive markets (Kydd & Oppenheim, 1990). In conclusion, HRM is fundamental in driving organizational success, enhancing competitiveness, and achieving strategic objectives by effectively managing human resources. By implementing sound HRM practices, organizations can attract, develop, and retain talent, ultimately contributing to improved performance and sustainable growth.

Human Resource Management (HRM) practices are crucial for organizational success as they impact various aspects such as turnover, productivity, financial performance, and corporate social performance. Research has shown that strategic HRM practices have a positive influence on turnover, productivity, and financial performance (Huselid, 1995). Moreover, the adoption of strategic HRM practices has been associated with enhanced performance in public universities, highlighting the importance of practices like training, rewarding, and performance management (Mwaura et al., 2022). HRM practices are essential for improving employee skills, encouraging participation in decision-making, and boosting motivation, ultimately leading to a sustainable competitive advantage for companies (Arini, 2018). These practices involve activities such as recruitment, training and development, compensation, performance management, and employee relations, all aimed at attracting, developing, and retaining a firm's human resources (Almutairi & Arabiat, 2021).

The implementation of green HRM practices encounters challenges such as weak incentives, lack of awareness, and inadequate planning, underscoring the importance of addressing barriers to effectively implement environmentally friendly HRM practices (Sapna & Gupta, 2021). Additionally, research on HRM practices in the context of innovation indicates that management practices evaluating human resources, recognition, professional development, and team management can influence innovation among teachers (Gogeanu, 2020). In conclusion, HRM practices are integral to organizational success, influencing various outcomes such as turnover, productivity, financial performance, and corporate social responsibility. Strategic HRM practices not only enhance organizational performance but also contribute to employee development, behavior, and innovation, highlighting their significance in today's dynamic business environment.

Common workplace mental health challenges include work-related stress, burnout, job insecurity, cyberbullying, and lack of support (Kuehnl et al., 2019; Huang et al., 2021; Kaur, 2017). Work-related stress arises from job demands, workload, and work-life balance issues, contributing to anxiety and depression. Burnout, characterized by emotional, mental, and physical exhaustion due to prolonged stress and overwork, leads to decreased job performance and well-being. Job insecurity breeds anxiety and depression as employees fear job loss. Cyberbullying, using technology to harass or humiliate, induces stress, anxiety, and depression. Lack of support from supervisors, colleagues, or the organization exacerbates stress, anxiety, and depression. Organizations can address these challenges by implementing supportive HRM practices like promoting work-life balance, providing mental health support, and fostering a culture of ethical leadership and corporate social responsibility.

The main aim of this research is to conduct a systematic literature review on the role of HRM in employee well-being and mental health. This research aims to investigate various HRM practices that have been implemented to improve employee welfare and mental health, as well as to analyze their impact on overall organizational performance. Thus, this research aims to provide a deeper understanding of the importance of HRM in the context of employee welfare.

This research phenomenon covers various aspects of HRM such as recruitment, selection, training and development, performance management, compensation, and conflict management in relation to employee welfare and mental health. Through a systematic approach to relevant literature, this research will investigate how these various HRM practices relate to employee well-being and mental health, as well as their implications for organizational performance.

This research is important because employee wellbeing and mental health is not just a humanitarian issue, but also has a significant impact on overall organizational productivity and performance. By understanding the role of HRM in influencing these aspects, organizations can develop more effective strategies to improve employee well-being and directly improve organizational performance and sustainability. Therefore, it is hoped that this research can provide a valuable contribution to the development of sustainable HRM theory and practice.

## 2. Research Methods

This research uses a systematic literature review approach to collect and analyze various studies related to the role of HRM in employee welfare and mental health. Data for this research were obtained from academic databases with proven reputations, such as PubMed, PsycINFO, Web of Science, and Google Scholar. The use of this academic database ensures that the selected articles are of high quality and relevance in the domain of HRM and employee well-being.

The article selection process was carried out carefully to ensure the inclusion of only articles that were relevant to the research topic. First, we use relevant keywords such as "human resource management", "employee well-being", "mental health", and other keyword variations. We also limited our search to articles published in English and having a publication year within a specified time range, usually between 2010 and the most recent year, to ensure that the data used were the most up-to-date.

After collecting articles that fit these criteria, we performed an advanced filter by reading the title, abstract, and other important parts of each article to determine whether they had sufficient relevance to the research topic. Articles that did not meet the inclusion criteria, such as those that did not focus on the role of HRM in employee well-being and mental health, or had inadequate methodology, were actively rejected.

Articles that met the inclusion criteria were then analyzed in depth using the systematic literature review method. Relevant data from each article was extracted and synthesized to build a comprehensive understanding of the role of HRM in influencing employee well-being and mental health.

Through this approach, we aim to produce a comprehensive and detailed literature review on this research topic, which can provide valuable insights for HRM practitioners, researchers and other stakeholders in the development of more effective strategies and policies in improving employee well-being and mental health.

## 3. Results and Discussions

### 3.1 Employee Wellbeing and Mental Health

Employee welfare is a crucial aspect of organizational planning and leadership (Turner & Gill, 2019). It includes factors such as perceived organizational support (POS), which has been shown to positively impact employees' sense of obligation towards the organization's welfare and performance (Eisenberger et al., 2001). Research indicates that employee welfare is associated with job satisfaction, productivity, and corporate sustainability (Nusrat & Solaiman, 2016; Beloor, 2020; Alam et al., 2020). Prioritizing employee welfare is essential for talent retention and recruitment within organizations (Gu, 2023).

Employee welfare goes beyond traditional benefits and salaries; it also encompasses work-life balance, organizational commitment, and job involvement (Riyono & Rezki, 2022; Ngoc, 2019). Organizations that prioritize employee welfare typically observe enhancements in employee satisfaction and overall well-being (Hariyono et al., 2017). Additionally, the implementation of welfare programs can boost employees' morale and productivity (Gumilar et al., 2021).

In the realm of public service, employee welfare is vital for motivating employees, fostering commitment, and enhancing performance (Kim et al., 2015; Hedegaard, 2020). Studies emphasize the significance of social support, adequate facilities, and organizational commitment in promoting employees' well-being, especially in high-stress occupations like social welfare work (Baldschun, 2015). In conclusion, employee welfare is a multifaceted concept that includes elements such as benefits, work environment, social support, and organizational commitment. Emphasizing employee welfare not only improves job satisfaction and productivity but also contributes to organizational success and sustainability.

### **3.2 Understanding Mental Health in the Workplace**

Mental health in the workplace is a critical issue that can significantly impact employees' well-being and productivity. Several studies have highlighted various factors related to mental health in the workplace. High job demands, low job control, effort-reward imbalance, role stress, bullying, and lack of social support have been associated with an increased risk of developing common mental health problems (Harvey et al., 2017). Anti-stigma interventions in the workplace have shown positive outcomes in improving employee knowledge about mental disorders, changing attitudes towards individuals with mental health issues, and promoting supportive behaviors (Hanisch et al., 2016). Additionally, workplace-based organizational interventions have been proposed to promote mental health and happiness among healthcare workers (Gray et al., 2019).

Workplace bullying has been identified as a significant factor affecting mental health, emphasizing the importance of understanding the relationship between workplace bullying and mental health problems (Verkuil et al., 2015). On the other hand, employment has been recognized as having mental health benefits, with studies indicating positive outcomes associated with being employed (Modini et al., 2016). An integrated approach to workplace mental health that combines medicine, public health, and psychology has been suggested to optimize the prevention and management of mental health issues in the workplace (LaMontagne et al., 2014).

Furthermore, workplace mental health interventions have been found effective in improving mental health literacy, promoting mental health behaviors, and enhancing attitudes towards mental health (Gayed et al., 2018). A supportive workplace environment has been highlighted as a protective factor against mental ill-health, with supervisor behavior playing a crucial role in employees' mental health (Petrie et al., 2022). Strategies such as educating business students on managing workplace mental health concerns have been identified as valuable in enhancing knowledge, skills, and attitudes towards mental health conditions (Simola, 2019).

In conclusion, addressing mental health in the workplace requires a multifaceted approach that includes interventions to reduce stigma, promote mental health literacy, provide social support, and create supportive work environments. Employers and organizations play a vital role in implementing policies and practices that support employees' mental well-being, ultimately contributing to a healthier and more productive workforce.

### **3.3 The Importance of Well-Being and Mental Health for Productivity**

Mental well-being is a critical factor influencing individual performance and productivity in various settings. Research has shown that mental well-being is associated with improved coping mechanisms during challenging times, enhanced problem-solving skills, better performance in complex tasks, and overall health outcomes (Chan & Weich, 2020). For healthcare professionals, maintaining good mental health is crucial for ensuring sustained availability and productivity, given the high risk of poor psychological well-being associated with their demanding work environments (Lohmann et al., 2019). Additionally, mental well-being has been linked to better educational outcomes, healthier lifestyles, increased productivity at work, and reduced absenteeism, all contributing to improved performance and productivity (Campion, 2013).

Leadership also plays a significant role in impacting the mental health and performance of individuals within organizations. Positive mental health aspects, such as psychological functioning and well-being, are key factors in the relationship between leadership, mental health, and performance outcomes (Montaño et al., 2016). Moreover, promoting mental well-being not only helps prevent mental disorders but also supports the recovery process, underscoring the significance of mental health initiatives in enhancing overall performance and productivity (Campion et al., 2012).

The concept of mental well-being, as defined by the World Health Organization (WHO), encompasses an individual's ability to cope with life stresses, work productively, feel happy and satisfied, and contribute to the community, highlighting its direct correlation with performance and productivity (Silver et al., 2022). Workplace mental health programs and policies are crucial for supporting employees' mental health and well-being, ultimately impacting organizational productivity (Albers et al., 2021).

In conclusion, prioritizing mental well-being is essential for enhancing performance and productivity across various domains. By promoting mental health initiatives, fostering well-being, and creating supportive environments, individuals and organizations can significantly enhance performance outcomes and overall productivity.

### **3.4 The Influence of HRM Practices on Employee Well-Being and Mental Health**

#### **3.4.1 Working Time Flexibility**

Work-time flexibility has been extensively studied in relation to employee well-being and mental health. Research indicates that workplace flexibility can act as a structural and psychological asset, enhancing subjective well-being, reducing stress, and improving productivity (Kim et al., 2019). Psychological flexibility has been identified as a crucial factor influencing mental health and behavioral effectiveness in the workplace (Bond et al., 2013). Studies have shown that higher psychological flexibility is associated with better mental health outcomes, especially during challenging times like the COVID-19 lockdown, emphasizing the importance of psychological flexibility in promoting well-being (Landi et al., 2020).

While the evidence on the positive association between work-time flexibility and health is not entirely consistent, some studies suggest that work-time flexibility, particularly temporal flexibility regarding working hours, can have positive effects on mental health and work-life balance (Leineweber et al., 2018; Nijp et al., 2012). Flexible work arrangements, including work schedule flexibility and location flexibility, have demonstrated promise in improving mental health and well-being (Kirwin & Ettinger, 2022). Additionally, flexible working patterns that provide workers with more choice and control have been linked to positive effects on health and well-being (Graham, 2014).

Furthermore, the availability of flexible work options has been associated with greater life satisfaction, better mental health, and improved ability to manage work and family demands, highlighting the potential benefits of flexible work arrangements on overall workability (Morelock et al., 2016). Overall, the research suggests that work-time flexibility, including both psychological flexibility and flexible work arrangements, plays a significant role in promoting employee well-being and mental health, ultimately contributing to a healthier and more productive workforce.

#### **3.4.2 Support from superiors and colleagues**

Support from superiors and co-workers plays a crucial role in promoting well-being and mental health in the workplace. Research has shown that high career maturity positively correlates with newcomers' mental health, particularly in establishing positive relationships with superiors and co-workers (Kawai & Yamazaki, 2006). Additionally, studies have indicated that support from co-workers may have a greater buffering effect on mental health compared to support from supervisors (Saijo et al., 2014). Furthermore, higher levels of co-worker support, in conjunction with job autonomy, can have a positive impact on workers' psychological well-being (Marco et al., 2018).

Conversely, low support from workplace superiors has been strongly associated with mental and psychological problems among employees (Park et al., 2020). It has been highlighted that improving relationships with superiors and co-workers, along with reducing mental stress, can significantly reduce sickness absenteeism among workers (Bala et al., 2021). Moreover, social support from both supervisors and co-workers has been found to moderate

the relationship between workplace bullying and mental health (Warszewska-Makuch et al., 2015).

In conclusion, fostering supportive relationships with superiors and co-workers is essential for promoting mental well-being in the workplace. These relationships not only contribute to a positive work environment but also play a significant role in mitigating mental health issues and reducing absenteeism among employees.

#### **3.4.3 Career Development Opportunities**

Career development opportunities are essential for enhancing well-being and mental health. Research has shown a significant interrelationship between career development and mental health (Tang et al., 2021). emphasize the necessity and effectiveness of integrating career and mental health counseling to address these interconnected aspects (Tang et al., 2021). Threats to well-being can impair occupational functioning and career development, highlighting the importance of addressing mental health concerns in the context of career decisions (Hayden et al., 2021).

Studies have demonstrated that career goal development positively impacts psychological well-being (Rahim & Siti-Rohaida, 2015). suggest that reframing crises like the COVID-19 pandemic as opportunities for supporting worker well-being through career development interventions is crucial (Autin et al., 2020). found that perceived career opportunities play a positive moderating role between decent work and well-being, emphasizing the impact of career prospects on mental health (Wan & Duffy, 2022).

In specific professions such as mental health nursing, career development opportunities are crucial. argues for rethinking mental health nursing education to provide better career development prospects and improve care continuity (Stuhlmiller, 2005). point out that practicum experiences can enhance students' interest in pursuing mental health nursing careers, highlighting the importance of early exposure to career development opportunities in shaping career choices (Slemon et al., 2019). In conclusion, the synthesis of these references underscores the intricate relationship between career development opportunities and mental health. Providing avenues for career growth not only enhances individual well-being but also contributes to better occupational functioning and decision-making, especially in professions like mental health nursing.

#### **3.4.4 Organizational Justice and Compensation Policies**

Organizational justice has been identified as a significant factor influencing employee well-being and mental health (Sharma & Kumra, 2020). Studies have shown that perceptions of high organizational justice are associated with various positive outcomes such as job satisfaction, commitment, and improved physical and mental health (Lönqvist et al., 2021). Furthermore, organizational justice perceptions are considered predictors of health and well-being (Eib et al., 2018).

Research suggests that organizational justice not only impacts individual well-being but also predicts levels of job satisfaction and performance (Prilleltensky, 2011). Additionally, organizational justice has been found to improve work-related outcomes, health, and well-being among registered nurses (Alonso & Elovainio, 2022). Lack of organizational justice can have a negative impact on health and well-being (Le et al., 2016).

Studies have highlighted the importance of organizational justice in promoting mental health and well-being in the workplace (Ndjaboué et al., 2012). Future research should focus on evaluating the effect of changes in exposure to organizational justice on employees' mental health over time (Ndjaboué et al., 2012). Moreover, the interactive effects between public policy and organizational actions have been shown to positively impact mental health in the workplace (Hosie et al., 2017).

In conclusion, organizational justice plays a crucial role in fostering employee well-being and mental health. Ensuring fairness and justice within organizations can lead to improved job satisfaction, commitment, and overall health outcomes for employees.

### **3.4.5 Healthy and Safe Work Environment**

A healthy and safe work environment is essential for promoting well-being and mental health among employees. Research indicates that a healthy work environment for nurses includes safety, empowerment, and job satisfaction (Wei et al., 2018). Studies have demonstrated a correlation between healthy workplace environments and positive outcomes such as enhanced patient safety and reduced nurse burnout (Tomey, 2009; Laschinger & Leiter, 2006). Factors like collaboration, recognition, employee involvement, autonomy, growth opportunities, supportive leadership, appropriate staffing, and administrative support are crucial for establishing a healthy work environment (Lindberg & Vingård, 2012).

Creating and maintaining healthy work environments are crucial for fostering excellence in patient care and achieving optimal outcomes for both patients and healthcare team members (Ulrich et al., 2022). Authentic leadership has been recognized as a mechanism to encourage positive behaviors and establish healthy work environments (Shirey, 2006). Additionally, a healthy work environment is characterized by employees feeling physically and emotionally safe, being treated fairly and respectfully, and having open communication and interdisciplinary collaboration (Stichler, 2009).

Studies highlight the significance of healthy work environments in improving employee well-being and organizational performance (Lowe et al., 2003). Providing a safe and healthy working environment is integral to sustainable development and is vital for maximizing productivity in various settings (Kabir et al., 2018; Jaskiewicz & Tulenko, 2012). Furthermore, a healthy work environment contributes to employee health and well-being, impacting individuals in a multifaceted manner (Grawitch et al., 2006).

In conclusion, fostering a healthy and safe work environment is not only beneficial for employees' well-being and mental health but also positively influences organizational outcomes and patient care quality. By prioritizing factors such as safety, empowerment, collaboration, and supportive leadership, organizations can create environments that promote well-being and mental health among their workforce.

### **3.4.6 Acknowledgment of Achievement**

Recognition of achievements and mental health status is crucial for promoting well-being and mental health. Research has consistently shown a positive relationship between the recognition of mental health status and overall well-being (Li & Li, 2022). Enhancing the ability to recognize mental illness has been associated with improved mental health outcomes (Lu et al., 2021). Early recognition and treatment of mental disorders have also been linked to better long-term outcomes (Reavley & Jorm, 2011). Recognizing mental health issues is vital for seeking appropriate help and support. Studies emphasize the significance of mental health literacy in recognizing and managing mental health problems (Huang et al., 2019). Improving mental health literacy, particularly among young individuals, can result in increased recognition of mental health issues and appropriate help-seeking behaviors (Ross et al., 2012).

Furthermore, the recognition of mental health problems can vary by the type of problem, with conditions like ADHD being more readily recognized than others (Burke et al., 2016). Some studies suggest that enhancing emotion recognition may lead to better mental health outcomes (Wells et al., 2020). In conclusion, the recognition of achievements and mental health status is intertwined with well-being. By improving recognition through enhanced mental health literacy, early intervention, and support processes, individuals can achieve better mental health outcomes and overall well-being.

### **3.4.7 Participation and Decision Making Opportunities**

Shared decision-making in mental health services has been recognized as a crucial factor in enhancing participation and improving outcomes for individuals with mental health conditions. Studies have shown that a shared decision-making approach can increase participation in mental health services, particularly among individuals from non-white cultures (Curtis et al., 2010). Preferences for participation in decision-making among patients with



anxiety and depression indicate a strong inclination towards shared decision-making interventions (Patel & Bakken, 2010). This aligns with contemporary approaches emphasizing shared decision-making opportunities to empower individuals with mental health conditions (Kuek et al., 2022).

Active participation in decision-making has been linked to greater satisfaction with mental health services and better outcomes (Martin et al., 2015). Additionally, improving patient engagement and activation in shared decision-making has the potential to enhance mental health outcomes, especially among minority groups (Eliacin et al., 2021). Service user participation in decision-making is considered essential in recovery-oriented mental health services (Dahlqvist\_Jönsson et al., 2015). User participation and shared decision-making in adolescent mental healthcare require changes in workplace culture to provide individualized services tailored to adolescents' needs (Bjønness et al., 2020).

Research has highlighted the importance of patients actively participating in shared decision-making in mental care, emphasizing the need for a better understanding of the shared decision-making process in mental health contexts (Beyene et al., 2018). In the context of mental health, participation in treatment decisions can have positive effects on self-confidence and self-esteem, preparing individuals for making informed decisions (Gray & Wood, 2017). Furthermore, recovery-oriented principles in mental health care are enhanced by consumer participation in decision-making processes (Cleary et al., 2018).

Shared decision-making is increasingly being recognized as integral to mental health provision, with studies advocating for its value and practice in mental health care settings (Schauer et al., 2007). Clients have shown a preference for greater participation in mental health treatment decisions, highlighting the importance of involving individuals in decision-making processes (Adams et al., 2007). Older adults have also expressed a desire for involvement in mental health-related treatment decisions, emphasizing the need for balanced information to empower their help-seeking behaviors (Reynolds et al., 2022).

In conclusion, promoting shared decision-making in mental health services can lead to increased participation, improved outcomes, and enhanced well-being for individuals with mental health conditions. Empowering individuals through active involvement in decision-making processes is essential for providing patient-centered care and promoting mental health recovery.

### **3.5 Important Findings from the Literature Review**

Human Resource Management (HRM) practices are crucial in promoting employee well-being and mental health across various sectors. Research has shown that well-being-oriented HRM practices have a positive impact on employee performance (Cooper et al., 2018). Moreover, the combination of developmental HRM practices and effective leadership can enhance both employee well-being and task performance (Marescaux et al., 2018). It has been highlighted that managing managers' mental health in the healthcare sector requires consideration of both resources and constraints (Gilbert, 2023).

The literature emphasizes the significant role of HRM in promoting and safeguarding mental well-being among employees, especially during challenging circumstances such as economic instability (Yacoub et al., 2022). In the hospitality industry, HRM has been found to have a substantial influence on employee well-being and task performance, particularly when paired with responsible leadership (He et al., 2019). Ethical leadership, in conjunction with HRM practices, has been linked to improved employee well-being and a culture of support within organizations (Kalshoven & Boon, 2012).

Managerial support is a critical factor that influences the mental health and well-being of employees, especially in high-stress professions like ambulance personnel (Petrie et al., 2018). Additionally, HRM is essential in cultivating resilience and well-being in modern

workplaces, particularly given the evolving nature of the workforce and changing employee expectations (Cavanagh et al., 2021).

In conclusion, the existing literature underscores the pivotal role of HRM in fostering employee well-being and mental health across various industries and organizational settings. By implementing well-being-oriented HRM practices, organizations can not only enhance employee performance but also create a supportive work environment conducive to overall well-being.

### Research Framework

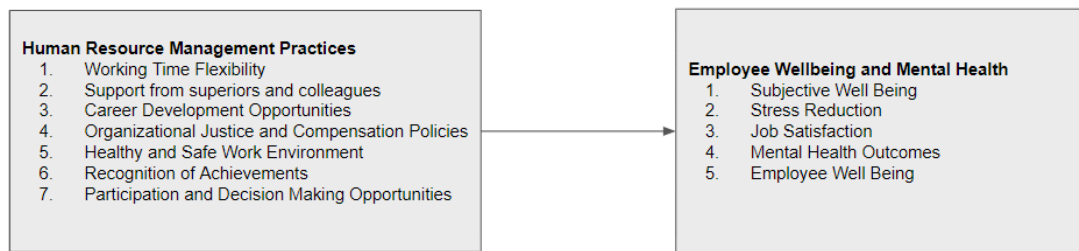


Figure 1. Research Framework

### Hypothesis:

There is a positive relationship between HRM practices, including flexibility of working hours, support from superiors and colleagues, career development opportunities, organizational justice and compensation policies, a healthy and safe work environment, recognition of achievements, participation and decision making opportunities (Variable X) , with employee welfare and mental health, which is reflected in factors such as subjective well-being, stress reduction, job satisfaction, mental health outcomes, and employee well-being (Variable Y). In other words, the better the implementation of HRM practices in the workplace, the higher the level of employee well-being and mental health that can be achieved.

### 4. Conclusion

Based on the literature review that has been carried out regarding the influence of HRM practices on employee welfare and mental health, it can be concluded that there is a positive correlation between these two variables. Implementation of HRM practices which include flexibility of working time, support from superiors and colleagues, career development opportunities, organizational justice and compensation policies, a healthy and safe work environment, recognition of achievements, participation and decision making opportunities significantly contribute to increasing welfare and employee mental health.

In this context, HRM practices that support employee well-being, such as work flexibility and social support from superiors and co-workers, have been proven to reduce stress, increase job satisfaction, and improve employee mental health. Apart from that, the existence of career development opportunities, organizational justice and appropriate compensation policies, as well as a healthy and safe work environment, also play a role in increasing subjective well-being and employee well-being.

Thus, this conclusion emphasizes the importance of implementing HRM practices that are oriented towards employee welfare in creating a supportive and empowering work environment, which will ultimately have a positive impact on employee welfare and mental health as well as overall organizational performance. Therefore, organizations are expected to pay more attention to and integrate HRM practices that focus on employee welfare as an integral part of their management strategy.

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